

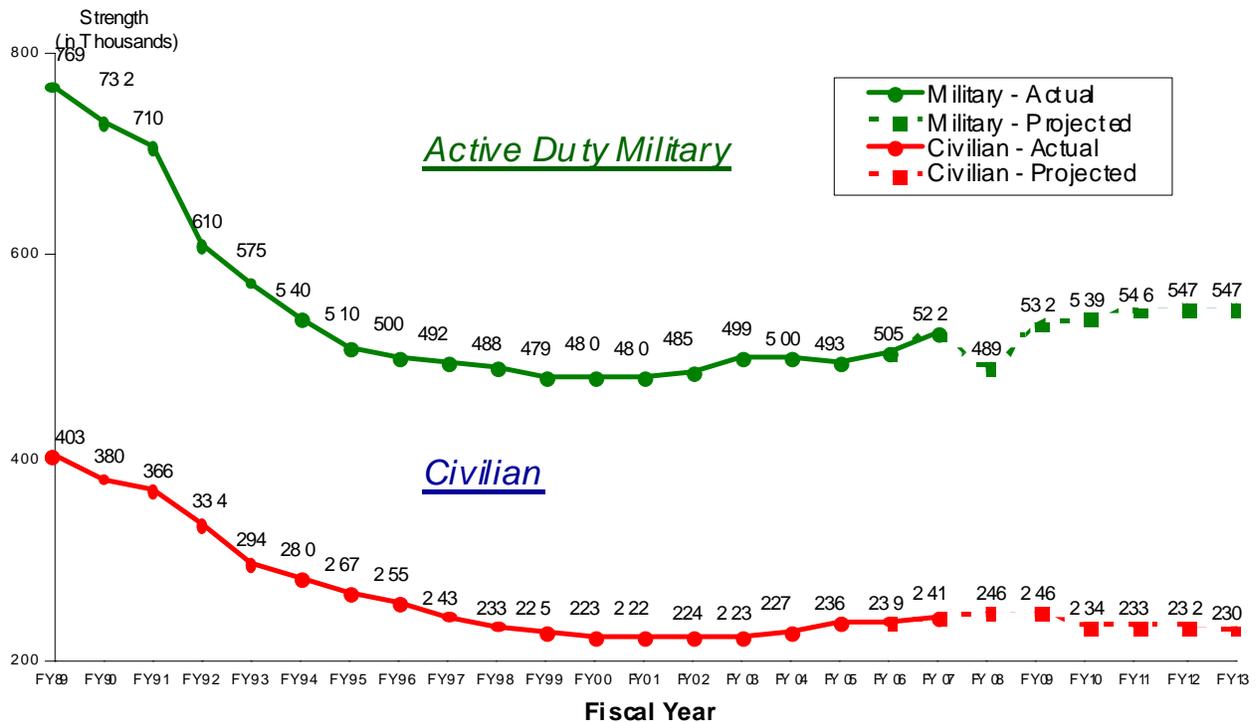
FY07: The Year in Review

Army's Civilian Corps

Army civilians are an integral and vital part of the Army team. They include both appropriated fund (AF) and non-appropriated fund (NAF) employees. As of September 30, 2007, there were 238,571 US direct hire employees and 24,044 foreign national employees paid from AFs, including those Army civilians in the Civil Works Program. There were also 29,742 NAF employees on board. These civilians are employed in over 550 different occupations with the highest concentrations in logistics, research and development, and base operations functions. The Army also employs over 200,000 civilian contractors. Approximately 5,000 civilians have deployed in FY07. Of the 5,000, approximately 800 were in support of Operation Enduring Freedom (OEF) and approximately 4200 were in support of Operation Iraqi Freedom (OIF).

The Army continues to transform to meet the new world requirements and fight the global war on terrorism. This transformation has led to a realignment of soldiers to operating forces that are essential to manning our new brigade combat teams/modular army. FY07 has ended with civilian end strength 2784 under the authorized strength of 243.4K. FY07 military end strength is 522K, an increase of 17K from FY06. Military strength is down 32 percent and civilian end strength is down 40 percent from FY89.

Military and Civilian Strength

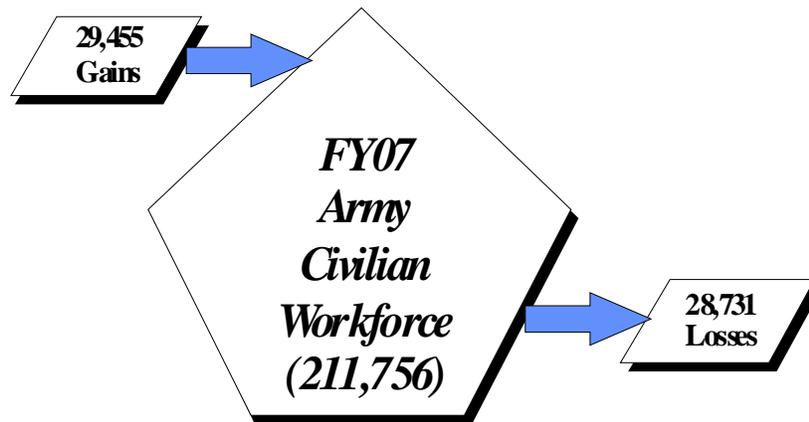


Source: SF113A Report (civilian actual), SIDPERS (military actual) FY08 President's Budget (projected).
Figure 1. Military and civilian forces over time.

The Civilian Human Resource (CHR) community (see performance indicator 1-3 for definition) increased by 25 positions (from 3,451 to 3476). Overall, the CHR workforce has reduced 52% from its FY90 strength of 7,248.

The Army gained more civilians than it lost in FY07 (see Figure 2) when civil functions are included. Although the size of the Army civilian workforce has stabilized since the drawdown began in 1989 (Figure 1), the average age and has increased, from 42.0 in FY89 to 47.0 in FY07. Tenure increased from

Army Civilian Gains and Losses, FY07 ***(Military and Civil Function)****



*Includes U.S. Citizen Appropriated Fund employees (full-time, part-time, and intermittent; temporary and permanent; Military and Civil Functions). Gains include return to duty. Losses include leave without pay.

Source: CIVFORS

Figure 2. Army civilian gains and losses during FY07

13.5 years in FY89 to 15.5 years in FY07. There were 27,865 optional (voluntary) retirement-eligible Army civilians at the end of FY07. Retirement eligible employees represent 13.2% of the workforce. This is a 6.8% increase over the 26,089 retirement-eligible Army civilians last year.

The following are FY07 highlights for the Assistant G-1 for Civilian Personnel major functional areas of responsibility.

Office of the Assistant G-1 for Civilian Personnel (AG-1(CP))

- Ms. Jeannie Davis became the Acting Assistant G-1 for Civilian Personnel and Mr. Joe Levy became the Acting Deputy Assistant G-1 for Civilian Personnel. Ms. Doriot Mascarich was welcomed into AG-1(CP) as the new Executive Officer. Ms. Melinda Darby accepted an assignment as the Executive Director of the Senior Oversight Committee for the Wounded, Ill and Injured.

National Security Personnel System (NSPS) Program Management Office

- Revised and released Interim NSPS Policy and Instruction.
- Completed 158,576 instances of training for NSPS.

- Prepared and trained 3,241 Pay Pool Panel members in Spirals 1.2 and 1.3.
- Completed training for 90% of supervisors and employees prior to conversion.
- Conducted General Officer Steering Committee meetings to establish Pay Pools and Performance Management policy.
- Developed and staffed Army unique guidance to the DoD implementing instructions.
- Participated in numerous Program Executive Office (PEO) lead NSPS design working groups.
- Provided numerous NSPS training briefings for Command hosted conferences.
- Implemented Spiral 1.2, 1.3 and Africa Command (AFRICOM) for 38,715 non-bargaining unit employees.
- Established critical pay setting changes which impact recruitment and retention problems and developed a Pay Setting Guide.
- Developed guides for performance plans, linking objectives to plans and goals, job objective writing, weighting objectives, mock pay pool assessments, and pay pool business rules.
- Provided contractor training on development of job objectives.
- Published Total Army Personnel Evaluation System (TAPES) closeout guidance.
- Developed and published Army instructions for the reconsideration process.
- Developed and continually updated briefing and training materials, articles, bulletins and a variety of informational documents that were shared throughout Army and placed on the Army NSPS website to inform the workforce.
- Revised general notices, funding guidance, pay pool identification nomenclature, non-disclosure statements, training requirements, intern compensation, and alternative forms of competition.
- Responded to management and employee concerns via "Ask NSPS" website.
- Developed and updated Conversion Guidance.
- Updated Frequently Asked Questions.
- Developed Army Guide to Pay Pool Business Rules.
- Developed End of Cycle Pay Pool Guide for Army.
- Developed reference guides, decision tables, and step-by-step guides for Interim reviews, closeout assessments, and early annual ratings.
- Provided extensive automated tool support.
- Created a Compensation Workbench video for use DoD-wide.
- Developed two videos on the Performance Appraisal Application and step-by-step guides for use DoD-wide.
- Developed two videos for pay pool administrators on managing the pay pool ID in Defense Civilian Personnel Data System (DCPDS).
- Participated as a key component player in providing recommendations for changes to the Performance Appraisal Application and other NSPS automated tools in PEO/Civilian Personnel Management Service (CPMS)/Components working group.
- Established Performance Appraisal Application tool support workgroup.
- Established and chaired pay pool and performance management teleconferences.
- Developed Pay Pool Administrator checklist.
- Developed Army supplemental guidance and methodology for calculating historical spending for pay pool funding.

Civilian Personnel Evaluation Agency (CPEA)

- Conducted NSPS Performance Management System review for DoD Overarching Integrated Product Team (OIPT).
- Conducted evaluations at 22 Army organizations as part of the DoD Civilian Human Capital Accountability System (CHCAS) Evaluation program.
- Continued to implement, administer, analyze, and provide results for civilian attitude and customer satisfaction surveys to include the Army Civilian Attitude Survey, the Army Exit Survey, and the Supervisory Assessment of Civilian Personnel Advisory Center (CPAC) Performance.

- Performed a baseline survey of DoD Spiral 1.1 and 1.2 organizations to determine if the new NSPS performance management system developed by the PEO was in compliance with the Statutory requirements set forth in 5 U.S.C. 9902(b)(6) and 9902(l).
- Completed the NSPS performance management system review and finalized the report to the OIPT so it can make a recommendation to the Secretary of Defense about whether or not the system meets the statutory requirements.
- Conducted pre-conversion and post payout analyses of Army Spiral 1.1 and 1.2 organizations to track changes in demographics and performance ratings over time.
- Monitored over 1,000 Army and Navy civilian employees and supervisors that completed the Civilian Leader Improvement Battery (CLIMB); follow-up surveys showed most found the CLIMB to be a worthwhile part of career development and the CLIMB feedback to be helpful in evaluating strengths and weaknesses.
- Represented Army as a full member of the DoD Joint Basing working group.
- Reported success (GREEN) in achieving one of the President's Management Agenda, Strategic Management of Human Capital goals: less than 45 working days to fill non- Senior Executive Service (SES) positions.
- Completed a Civilian Employee Medical Experience Questionnaire of the Army civilians who were injured while deployed in Iraq; results for the quality of medical care were favorable; however, more training is needed prior to deployment and additional administrative support is required during and after injury.
- Completed a climate survey to diagnose and reduce turnover; attitudes and perceptions toward leadership were favorable; however, overly burdensome administrative requirements was of great concern to all.
- Developed and expanded FY2007-2013 Civilian Human Capital (CHC) Strategic and CHC Business Plans to incorporate Equal Employment Opportunity (EEO)/Civil Rights Act (CRA), Leader Development, Mobilization, and Senior Executive Service; plans cascade from DoD human capital goals and objectives and align employee performance objectives to organizational mission and goals.
- Completed Continuity of Operations Planning for the G-1 and AG-1(CP) functional mission statements, emergency staff, and proposed alternate sites.

Civilian Information Services Division

- Accomplished Life Cycle Replacement (LCR) of Desktops and Laptops at the Civilian Personnel Operation Centers (CPOCs).
- Re-accredited the Hoffman Data Center and Systems.
- Evaluated and begun procurement of an automated remote viewer tool to be used by helpdesk and functional personnel to assist customers in the use of Civilian HR automated tools.
- Implemented Self-Service Position Hierarchy (SSPH) maintenance capability within Portal per North Central (NC) CPOC request.
- Executed the following based on guidance from the Civilian Information Officer (CIO)/G-6: incorporated Standard Form 50 (SF-50) functionality into the CPOL Portal, retired Civilian Personnel Development (CPD), and converted Civilian Record Brief (CRB) to a Business Objects report.
- Upgraded all MS Windows servers to version 2003, where possible.
- Upgraded BEA Portal software from version 7.0 to 8.1.
- Upgraded BEA Application Server for iCompliance from version 7.0 to 8.1.
- Processed 1546 problem reports and resolved 1506 problem reports regarding DCPDS, Defense Eligibility and Enrollment Reporting System (DEERS) and Performance Appraisal Application (PAA).
- Converted 10,000+ Army records in NSPS Spiral 1.2h at an accuracy rate of 99.9%, 3,300+ Army records in NSPS Spiral 1.2j at an accuracy rate of 99.2%, 4,200+ Army records in NSPS Spiral 1.3b at an accuracy rate of 99.5%, and 25,800+ Army records in NSPS Spiral 1.3d at an accuracy rate of 96%
- Deployed the Computer Associates Service Desk trouble ticketing system Army wide.

- Participated in the NSPS Transition and Deputy Transition Managers Workshops as subject matter experts.
- Led weekly teleconferences to discuss NSPS planning and issues with Transition Managers and Civilian Personnel (CP) Area Managers.
- Participated in bi-weekly teleconferences with the Payroll Interface Liaisons (PILs) from each CPOC to keep them abreast of changes in the payroll interface subject area or provide clarification on issues that were raised by the PILs.
- Analyzed Quality Control (QC) requirements for annual pay adjustments to assist regions focus on problem areas.
- Processed over 189,000 Annual General Schedule and Equivalent Pay Adjustments using Mass Salary Process.
- Built automated pay tables for Army faculty at the Army War College, West Point, and the Army Command and General Staff College.
- Conducted biweekly DCPDS teleconferences with all CPOC super users and Charter team members to discuss common DCPDS processing problems and develop corporate solutions.
- Participated in DOD Learning Management System (LMS) working groups.
- Led Army Career Management System work group and obtained executive level decision to pursue the Army Career Tracker (ACT).
- Represented Army Civilian HR interests in quarterly payroll conferences.

Civilian Human Resources Transformation Division

- Used Lean Six Sigma methodology to establish front-end recruitment staffing plans in an effort to greatly reduce overall recruitment cycle time.
- Began testing a new civilian recruitment process based on results of the Lean Six Sigma (LSS) Recruitment Project.
- Virtually reallocated assets from CPOCs to Civilian Personnel Advisory Centers (CPACs), increasing the CPACs “up front” advisory assets from 40% to 77%, in order to provide better customer service.
- Partnered with the Army G-2 to improve the personnel security process.
- Completed a Lean Six Sigma project on Workers’ Compensation which will result in savings of \$10k to \$12k for each employee returned to duty.
- Improved Civilian Forecasting System (CIVFORS) dramatically, giving users the ability to create more accurate human resources forecasts at greater speeds.
- Established the new Workforce Analysis and Forecaster's (WAF) group and newsletter to market Workforce Analysis systems to the Commands.
- Executed the successful launch of the Competency Management System, which is in the process of being administered to 150+ occupations, and completed gap analysis to determine the training needs required to improve civilian employee job competence.

Policy and Program Development (PPDD)

- Represented the Army on the DoD Civilian Advisory Panel Board that coordinates Joint Travel Policy changes within DoD.
- Provided information to the field on the reason why the government-wide maximum annual uniform allowance rate increase did not apply to DoD civilians.
- Drafted Annex E, Appendix 9, Civilian Personnel During a Pandemic Crisis, for inclusion into the Army Pandemic Influenza Plan.
- Put in place a higher premium pay cap for personnel serving overseas 42 days or more performing work in direct support of military operations for the Commander, U.S. Army Central Command; limitation moves from \$136,200 to \$212,100 and supports an all-volunteer force.
- Secured increased pay rates for difficult to fill positions, including medical specialties providing care for Soldiers, families, and deployed civilians.

- Attended Army Family Action Plan Conference to identify well-being issues of importance to our Soldiers, retirees, family members, and DA Civilians.
- Reduced Freedom of Information Act caseload from 134 cases to 65 cases.
- Worked with Defense Finance and Accounting Service (DFAS) to add new security measures to the myPay system.
- Transferred the Civilian Mobilization function from the Directorate of Military Personnel back to the Assistant G-1 for Civilian Personnel.
- Validated the United States Army Corps of Engineers (USACE's) Unit Deployment Center as an alternate to readiness processing at the CONUS Replacement Center (CRC).
- Conducted a survey of deployed civilians that were wounded while deployed.
- Created and implemented a mobilization forum on AKO for deployed civilians to share their experiences (good and bad) while deployed.
- Managed a workgroup to develop standard medical and physical requirements for Emergency-Essential employees.
- Reviewed and updated the Personnel Policy Guidance (PPG) to ensure the latest guidance for deploying civilians.
- Developed and staffed a revised version of Department of Army Pamphlet (DA PAM) 690-47, Civilian Deployment Guide.

Labor Relations (LR)

- In coordination with the NSPS Program Manager (PM), conducted the NSPS continuing collaboration session, having invited the 23 national unions representing Army employees.
- Develop Joint Basing labor relations guidance.
- Provided continuing guidance and coordinated a meeting with a national union regarding the implementation of AR 190-56, The Army Civilian Police and Security Guard Program.
- Advised field of NSPS litigation resulting in the court's finding in support of DoD with regard to the NSPS labor and appeals systems.
- Provided labor relations guidance on changes to working conditions and various other labor relations matters.

Nonappropriated Funds (NAF)

- Oversaw Army-wide NAF HR operations and provided operational, administrative and technical guidance to the CHR community, Defense Logistics Agency (DLA), Headquarters Family and Morale, Welfare & Recreation Command (HQ FMWRC) and Headquarters Installation Management Command (HQ IMCOM).
- Worked in collaboration with Headquarters Department of the Army (HQDA), Policy & Program Development Division (PPDD) NAF HR Policy Branch and NAF Financial Services, NAF Employee Benefits Office and Portability Office to coordinate the dissemination and implementation of new policy.
- Developed and delivered T3 course on Delegated Classification Authority.
- Developed course content and material for NAF HR for Supervisors.
- Launched pilot course for NAF HR Chiefs and posted the course on line.
- Delivered 8 resident courses and trained 160 students
- Desktop video training and "how to" movies on topics such as Electronic Request for Personnel Action, Fair Labor Standards Act (FLSA) for NAF, Pay Setting, Worker's Compensation, and Portability of Benefits.
- Conducted Training Needs Assessment.
- To improve pay accuracy, developed NAF Financial Services and DCPDS Comparison Report that identifies false/discrepant data between NAF Financial Services (NFS) and DCPDS.
- Initiated NAF Specific Quality Control (QC) Tickets to alert NAF HR Office of DCPDS problems/discrepancies.

- Initiated Business Object Applications; 18 Corporate Documents are now available for customers' use.
- Increased Position Description Standardization from 87% to 94%.
- Decreased the number of Vacant Shreds from 2300 to 2200, a decrease from 14000 vacant shreds in the system three years ago.
- Monitored and coordinated Child and Youth Services (CYS) employee pay reconciliation reports.
- Conducted and coordinated Installation Services Model Budget Survey with 8 NAF HR offices.
- Collaborated with Civilian Human Resources Agency (CHRA) to develop NAF fill time statistics; the overall Army NAF average fill time was 40.73 days.
- Participated in Army-wide analysis of NAF employee performance evaluations and provided appraisal input to CPAC Chiefs upon request.
- Handled approximately 363 career referral requests.
- Reviewed approximately 70 new classification requests.
- Prepared clarification guidance on the Portability of Benefits for Department of Defense Dependent School (DODDS) Educators/Administrative personnel porting to Army NAF.
- Developed and disseminated guidance on posting vacancy announcements to USAJobs.
- Coordinated Army NAF servicing agreement for processing new employee for Defense Intelligence Agency.
- Coordinated the development of a new Thrift Savings Plan (TSP) worksheet for rehired NAF employees participating in civil service retirement, coordinating with NFS, CPAC NAF Division, CHRA, HQDA Banking and Insurance (B&I) Branch, Army Benefits Center (ABC-C) and TSP.
- Implemented Army-wide NAF Electronic Request for Personnel Action (E-RPA).
- Developed a NAF specific job aid for DCPDS users with authorized DCPDS remarks.
- Provided technical guidance on realignments to affected NAF HR Offices in the Europe Area.
- Assisted in developing IMCOM implementing guidance and instructions to management on the Centralization of NAF Contracting Office functions.
- Prepared and disseminated implementation guidance on Organization Hierarchy Build for NAF HR offices.
- Developed and maintained PMD NAF Website which provides updated statistical data by installation and region in addition to NAF HR job aids, training materials and general information.
- Provided input and coordinated policy for AR-215-3 (NAF Personnel Policy-proposed changes) and AR-230-1 (IMCOM Pay policy).
- Resolved approximately 80 pay related issues between NAF Financial Services and CPAC NAF HR staffs; reduced pay problems by approximately 26%.

Program Support Division

- Processed seven civilian personnel and 137 non-defense personnel award actions for the Secretary of the Defense Medal for the Defense of Freedom (DFM)
- Conducted Secretary of the Army Annual Awards Ceremony, honoring 21 award recipients
- Presented the William H. Kushnick award for outstanding CHR achievement, leadership, and contributions to Mr. Walter F. Dane, Retired, Office of the Assistant G-1 for Civilian Personnel Director, Civilian Personnel Advisory Center, Fort Lee, Virginia
- Presented the CHR Lifetime Achievement award for sustained excellence over the course of a career to Ms. Toni B. Wainwright, Retired, President, Army Civilian Personnel Alumni Association, Providence Force, Virginia
- Presented the Nick Hoge Award for contributions to the Army's Civilian Personnel Program to Mr. Evan P. Krauss, Civilian Personnel Evaluation Agency, Office of the Assistant G-1 for Civilian Personnel Alexandria, Virginia

Army Civilian Welfare Fund Office (ACWF)

- Increased net income of Post Restaurants by 8%.
- Increased resources provided to Civilian Welfare Fund's by 9.5%.

- Expended nearly \$2.1M in nonappropriated funds facility improvements resulting in central purchasing savings of approximately 7%.
- Acquisition and implementation of Point of Sale (POS) Systems for Post Restaurant Fund (PRF) operations will occur in FY08.

Civilian Human Resources Agency

- Assisted the Army Medical Command (MEDCOM) and the Installation Management Command (IMCOM) with fulfilling their civilian hiring requirements in support of the Army Medical Action Plan by implementing a process to assist managers with identifying requirements, ensuring MEDCOM Warrior Transition Units (WTU) and IMCOM Soldier and Family Activity Center (SFAC) civilian hiring actions are top priority when filling Army Civilian positions, tracking the status of the WTU and SFAC hiring against the MEDCOM and IMCOM requirements, and providing hiring status updates.
- Supported the Department of State with the staffing of the Provincial Reconstruction Teams (PRTs) in Iraq that resulted in 37 announcements being created to advertise the PRT opportunities and 19 employees being selected by DoD to deploy to Iraq to support the PRTs.
- Implemented a centralized recruitment effort to synchronize the filling of 347 Family Readiness Support Assistant positions for Army Forces Command (FORSCOM) that included the creation of standard vacancy announcements and advertising positions at 19 installations, resulting in 409 selections and 279 accepted job offers.
- Supported the Global War on Terrorism (GWOT) by providing four HR specialist volunteers for 179-day deployment assignments to Kuwait and Baghdad, Iraq ensuring HR advisors were on the ground for the duration of the FY.
- Supported the recruitment and standup for the Africa Command (AFRICOM) organization.
- Initiated coordination and action to bring approximately 1,110 Army civilian employees currently receiving HR services from other DoD agencies under the servicing of an Army CHR office.
- Completed 924 Military to Civilian conversions, allowing major commands (MACOMs) to meet their targets.
- Participated in a DoD workgroup to establish a common staffing business practice to leverage process improvements identified and implemented through Lean Six Sigma studies which will assist DoD in ensuring consistent and appropriate planning for future initiatives, such as the acquisition of automated enterprise staffing tools.
- Drafted, updated, and coordinated guidance memos and information on numerous Federal and DoD leave programs to include: Compensatory Time for Travel, Annual Leave Credit for Non-Federal Service, Annual Leave Credit for Active Duty Service in Korea, President Ford's National Day of Mourning, Hurricane Katrina Emergency Leave Transfer Program, the Voluntary Leave Transfer Program, Rest and Recuperation Leave for Civilians Deployed in Support of OIF/OEF; and Timeframes for Providing Administratively Acceptable Evidence to Document Sick Leave Requests.
- Completed a review of all Army Bargaining Unit Status codes to ensure accurate data for National Security Personnel System conversion.
- Continued to monitor the progress of union negotiations to purge resumes from Resumix.
- Monitored the status of negotiations to implement AR 190-56 (Army Police and Security Guard Program) throughout Army.
- Continued to monitor the data quality of the DCPDS data in preparation and continued deployment of NSPS, which included the use of Business Objects Applications and Army Regional Tools Quality Control Tickets.
- Provided the requirements information for converting the Army Regional Tools (ART) to development under the One Army Portal.
- Participated in and coordinated with HQDA in the DCPDS Contingency of Operations Plan (COOP) Rehearsals and provided feedback and lessons learned for refinement of the COOP process.
- Participated as the primary Army representative in six HR Line of Business (HR LoB) workshops at the Office of Personnel Management (OPM) in Washington, DC.

- Held monthly teleconferences with the PILs from each Area to keep them abreast of changes in the payroll interface or provide clarification on issues that were raised by the PILs.
- Coordinated an in-depth analysis of in fact (de facto) payments that occurred during the first half of the FY to identify continued systemic problems, trends, and ways to reduce the number of de facto payments.
- Analyzed the quality control reports for the annual pay adjustment that allowed the Areas to focus on problems.
- Oversaw the processing of the annual pay adjustments for over 165,000 GS, Title 38, and Army faculty employees at the Central Processing Site for Army, effective 7 January 2007 with the exceptional outcome of only 26 errors encountered for an error rate of 0.016%.
- Presented Workforce Analysis Support System (WASS) and Civilian Forecasting System (CIVFORS) as a regular part of the PMD Training Management Branch curriculum.
- Placed 100% of the Senior Service School graduates.
- Executed 100% of authorized FY07 funding for the Competitive Professional Development program.
- Continued to pursue Society for Human Resource Management Certification for the HR Community.
- Centrally managed NSPS for all of Spiral 1, resulting in 90% trained prior to conversion.
- Developed comprehensive on-line training tools and briefings for NSPS, many of which were ultimately adopted by DoD for use across component lines.
- Developed a comprehensive Army Pay Pool course and Executive Brief.
- Presented 53 individual CHR Functional courses reaching over 1070 students across the Commands and CHR Areas; supplemented courses with 7 video teletraining (VTT) functional training events that added an additional 120 students.
- Initiated a comprehensive training plan and unique modularized training to meet the needs of the CPACs with the announcement of CHR Transformation.
- Launched a Lean Six Sigma study to support CHR transformation training.
- Processed 4,762 entitlement actions related to temporary duty (TDY), temporary change of station (TCS), or permanent change of station (PCS) to foreign location.
- Processed a total of 208,012 awards Army-wide using Auto Nature of Action (AutoNOA).
- Pioneered a new interactive form, known as the Self-Service Position Hierarchy (SSPH) Tool, providing a single, integrated process for supervisors and personnelists to manage the NSPS hierarchy accurately and efficiently.
- Planned, organized, managed, and/or supported 15 job fairs that included providing on-site support to the "Caring for America's Heroes Job Fair" held at Walter Reed Army Medical Center (WRAMC).
- Met the Congressionally-mandated Military Technician floor with 98.9% of authorized strength.
- Continued Medical Cell (MEDCELL) efforts accounted for 42% of the Army's accessions in medical positions and 31.5% of the Army's direct-hire opportunities.
- The MEDCELL also maintains a centralized repository of qualified applicants for medical positions. Registered more than 600 qualified applicants in the MEDIC centralized repository.

Regional Productivity Indicators

- HQDA monitors Civilian Human Resource indicators of workload volume and efficiency with a number of systems, reports and reviews throughout the year. In our FY07 Annual Evaluation the following statistics are gathered for each Army region: Staffing Quality and Timeliness, Classification, Workforce Sizing, Pay Management, Training, Awards, Cancellations and Corrections.

REGION		SW	SC	NE	NC	WEST	EUR	KOR
Staffing Quality & Timeliness	Recruit/Fills	13,280	12,341	13,947	14,327	15,923	6,966	2,358
	Fill Time (Avg Days)	46	44	41	34	51	49	27
Classification Actions	Routine	8,397	8,035	8,711	10,232	9,088	3,063	1,499
	Avg Days	2	2	2	1	3	13	3
	Non Routine	1,836	1,607	1,278	2,363	1,428	1,637	233
	Avg Days	10	13	17	7	17	7	12
Workforce Sizing	Realignmts	5,096	5,032	5,511	9,196	7,267	4,064	1,716
	A-76 Stds	17	14	3	1	58		
	RIFs	2	4		4	2	16	42
	Reorgs	116	50	67	20	83	18	
Pay Management	Pay Problms Resolved	2,088	689	300	276	427	444	44
	Avg Days to Resolve	20.95	20.24	17.51	7.96	9.40	13.01	41.52
Training	Courses	423	540	3,205	616	6,477	637	178
	Emps Trnd	10,930	11,795	19,579	14,574	18,190	16,882	3,172
	Rcd Update	37,202	122,100	59,856	126,839	66,283	21,542	3,813
Awards	Monetary	43,969	44,296	43,041	32,318	45,960	16,552	4,825
	\$ Amt	37,199,940	53,516,463	59,334,161	42,694,555	42,903,865	7,998,521	1,850,10
	Non Mntry	7,569	11,494	5,626	9,653	13,270	1,516	416
Cancellations		2,318	3,912	2,242	2,411	4,586	1,903	561
Corrections		3,513	2,566	3,012	3,139	3,277	1,088	180